

CITY OF SAN BERNARDINO — MEMORANDUM

78 04241

To The Honorable Mayor and Common Council

From Marshall W. Julian,
City AdministratorSubject PUBLIC HEARING -- 1978-79 BUDGET
JUNE 28, 1978

Date June 28, 1978

Approved

Date

*Real prop. for -- Calif.
Municipal budgets " -- San Bernardino*

- I. IMMEDIATE OBJECTIVE....The bottom line of the Budget Hearing on June 28, 1978, will be the adoption of an Operating Budget for 1978-79. This action is necessary in order that accounts can be established from which to pay City costs, beginning July 1st.

ADDITIONAL OBJECTIVES....

1. Balance the Budget, not only from a fiscal standpoint, but from the standpoint of a BALANCED program of services as well. Public health and safety are highly important, but so are the back-up services and services which make the community a desirable place in which to live, work and shop.
2. REDUCTIONS are going to have to be made -- reductions which will translate in terms of reduced levels of service, slow-downs in ongoing plans/projects and the elimination of some programs/activities which, while meritorious, cannot be continued.
3. INCREASED FEES AND CHARGES must be considered. It is not practicable to assume that an acceptable range of services, as well as acceptable levels of service, can be continued without some additional revenue. It is shallow thinking to presume that the citizens of San Bernardino would be willing to accept the reduced standards of service which would result if the entire difference between reduced revenue and the costs to run the programs were to be considered solely on the basis of "cutbacks".
4. RECEIVE PUBLIC INPUT from members of the community who wish to address themselves to specific portions of the Budget or to make other suggestions as to how the financial dilemma of the City can be adequately addressed.

- II. ULTIMATE OBJECTIVE....It would be possible for the City to weather the 1978-79 Fiscal Year without too much trauma, if only the day-to-day operational costs were at issue. The real test will be 1979-80 and subsequent years. In your deliberations, therefore, it is necessary to look beyond 1978-79 and be planning on a long-range basis. Proposition 13 is not a temporary slump as was experienced in 1975. It represents a permanent reduction.

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JUL 12 1978

UNIVERSITY OF CALIFORNIA

78 04241

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

NOV 22 2024

UNIVERSITY OF CALIFORNIA

- III. FEDERAL/STATE FUNDING....While it may or may not be part of the immediate problem it must be recognized that the 1978-79 Budget contains Federal Revenue Sharing Funds in the amount of \$2,300,000 (Page 510). These monies are being utilized to provide operating expenses.

There is no immediate threat that this funding will be curtailed in the immediate future. However, there is also no assurance that it will continue.

The CETA Program is a valuable support mechanism for the economy generally. Due to modified guidelines and restrictions, however, it is becoming less "relative" worth to the City budget.

- IV. LONG-RANGE PROJECTS/PROGRAMS....While day-to-day operations must be the basic priorities, long-range projects must also be taken into account. Storm drain, sewers, bridges and street projects are obvious. However, such projects as the expansion of City Yard Facilities, Police Parking, Fourth Street Bus Terminal, etc. must also receive attention.

PROPOSED REDUCTIONS in the budgets recommended for 1978-79 were provided on separate pages at the Council Meeting on June 26, 1978. Those proposals reflect a composite of comments made at previous Council Meetings and attempts by staff to pare down budget requests.

CONSOLIDATIONS/REORGANIZATION....There are overhead economies to be realized in grouping like functions and in centralizing responsibility: office space, payroll procedures, custodial, electricity, telephones, etc. There are less obvious economies resulting from consolidations in terms of increased productivity (not as many people required to man as many locations) and improved communications (fewer "trips" to attend staff meetings, picking up office supplies). Such economies range from miniscule to significant, depending on geographical location, degree of parallel activities and overlap, and how closely oriented the functions are to face-to-face contacts with the public and other agencies.

The following are some of the areas which have been discussed:

EMERGENCY SERVICES

Transfer this function from the Fire Department back to the Administrative Department. Function can be re-located together with the Communications Center, with the Director of Communications assigned as the day-to-day coordinator. This will comply with State regulations and permit the City's continued receipt of administrative funds and eligibility for Federal surplus equipment.

REFUSE/EQUIPMENT MAINTENANCE

It is requested that this consolidation under a single operating head be approved at this time. The present structure, while operating with "acting" supervisors for almost a year, has proved effective and should be incorporated as a permanent organizational change. The individuals who have been performing the duties should be compensated accordingly.

HUMAN SERVICES/RECREATION

This matter has been discussed at prior Budget Sessions. A number of the programs performed by Human Services were previously performed as functions under Recreation (senior citizens, youth trips, Center operation, etc.).

BUSINESS LICENSE ENFORCEMENT

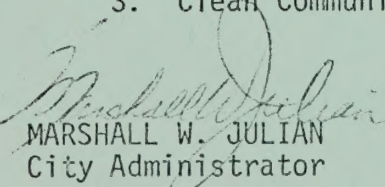
This function should be transferred to the Finance Department (which is the City's "collection agency" for all types of bills, contracts and accounts). Enforcement personnel, backed up by the audit capabilities of Finance, would provide a more effective working team to deal with the collection of delinquent accounts. Designating Finance as the agency responsible for assuring the receipt of Utility Tax and Franchise payments would be a further re-orientation in this direction. The issuance of Business Licenses, and payment by most businesses, is apparently not a problem. By transferring enforcement to Finance, the City Clerk would be relieved of this "outside" function and Finance could make use of the personnel to assist in making other types of collections (many of which are now "written off") appearances in Small Claims Court, etc.

COMMUNITY DEVELOPMENT/PLANNING/BUILDING & SAFETY

Integrate these functions under a single head. This will permit closer coordination and working relationships and result, not only in economies, but in more expeditious and comprehensive service for owner/builders, developers, etc.

PROGRAMS NOT INCLUDED AT TIME OF BUDGET PREPARATION

1. Economic Development Council.....\$62,880
2. Allied Arts Council.....\$11,115
3. Clean Community Program.....\$12,750


MARSHALL W. JULIAN
City Administrator

MWJ/djt

7804241

U.C. BERKELEY LIBRARIES



C123313132

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

NOV 22 2024

UNIVERSITY OF CALIFORNIA